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COUNTY FACILITIES PLAN

MADISON COUNTY,
NORTH CAROLINA

A B S T R A C T

TITLE: County Facilities Plan
Madison County, North Carolina

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SUBJECT: Analysis of several specific county facilities designated by the County Commissioners.

DATE: May, 1971

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ABSTRACT: Much of Madison County's prime non-mountainous developable land is already in use, but the county has realized only marginal forms of development in past decades. Now the previously dormant developmental pattern of the county seems to be awaking with the advent of some large projects to commence soon. Thoroughfare improvements of three state highways: N. C. 19-23, N. C. 213, and U.S. 25-70 are scheduled. A bond issue of one million dollars with the equivalent monies in matching grants will provide the county with a consolidated high school facility and much needed vocational education training. A major multi-million dollar commercial recreation development is under construction. Some current and projected county facility projects were selected by the County Commissioners for study, and for as much implementation orientated activity as possible within the contract obligation. The results of those activities are contained in this report.

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COUNTY FACILITIES PLAN

MADISON COUNTY,
NORTH CAROLINA

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This Report prepared for:

MADISON COUNTY, NORTH CAROLINA

County Commissioners

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PREFACE

The Madison County Commissioners contracted with the North Carolina Department of Local Affairs, Division of Community Planning for a continuation of planning services in May, 1970. Part of these planning services were to include both the study of four specific county facilities as designated by the County Commissioners and to begin an implementation oriented program for those facilities studied. The intent of the program has been to seek workable solutions to specific problem areas in Madison County: these areas are access, governmental services, and education. More specifically, the Madison County Commissioners selected for study: airport development, solid waste management, county office facilities, and aid in site selection of the consolidated high school. During the application period for planning assistance the school site was finalized, so acting on the County Commissioners advice the planner eliminated that portion of the study.

The planner-in-charge wishes to acknowledge the advice and assistance of the many Madison County officials, and public minded citizens who assisted in the development of this report. Also, to be thanked for their assistance are the following organizations: Federal Aviation Administration, Atlanta; North Carolina Department of Commerce and Industry, Aviation Section; Western North Carolina Pilots Association; Model Madison Corporation; N. C. State Board of Health; Madison County Health Department; Tennessee Valley Authority; and North Carolina Department of Local Affairs, Division of Governmental Relations.

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INTRODUCTION

Madison County is part of the Tennessee River Valley and has a tributary contributor, the Upper French Broad, rushing through its environs. The county has extremely rugged topography which makes for scenic beauty but also decreases accessibility so significantly that a large percentage of the area is in effect isolated from the circumferencing developed areas. This isolation is not only physical, but cultural, economic and social. Life patterns tend to follow those of typical rural Appalachia Americana. The people overall have low levels of education, income, limited human resources, and have thus far made only primitive attempts to improve the quality of life afforded themselves. The problems of limited accessibility and educational opportunities relate to most other problem areas.

Madison County has changed little in its recent history, avoiding adaption to the fast paced world around it. Because of the lack of upkeep, improvement, and development in the county and because of the low income level of the county, outmigration to industrial areas, such as the neighboring regional urban center of Asheville, is occurring. The economic opportunities afforded in that neighboring city have been inviting as has its entire hub of activities. Asheville, like most regional centers throughout the nation, attracts rural inhabitants as a part of the ongoing rural-urban migration. The population of Madison County is by far densest in the southeastern portion of the county. Many persons in that area choose to commute to Buncombe County for employment. The commuter pattern to Asheville, which has been developing in southeastern Madison County, will undoubtedly be enlarged when scheduled state highway improvements in that area occur. Most of the highway alignment improvements will occur in a triangle from Marshall to Mars Hill to Asheville, and to Marshall again. Although many state and

local agencies have predicted a population decline for Madison County, there are three factors to be considered which could cause the population count to either remain static in overall number or increase. First, it is expected that Mars Hill, the largest town in the county, will grow and that the Mars Hill College will expand. The access from Mars Hill to Asheville will be greatly improved and the commuter pattern enhanced by the opening of the Appalachia Corridor Highway as scheduled for 1973. Development of major commercial recreation facilities, including second home site development would have a commercial dependency on Mars Hill facilities. These facilities could include both ski resorts and the proposed TVA Ivy Reservoir. Therefore, a population increase is possible for the eastern portion of the county, and especially for the southeastern area. Only about one-fifth of the county's population (See Table 1) resides in its three largest towns; the remainder are tucked away in the multitude of coves and valleys throughout the county. The non-town people are mostly in agriculture. The biggest agriculture items in total sales[1] are tobacco, trellis tomatoes, lumber, beef cattle for sale, feeder and yearling beef cattle, dairy cattle and calves for replacement and broilers.

Table 1

Madison County
Population Changes

	1960	1970	Percent Change
Madison County	17,217	16,003	-7.1
Mars Hill	1,574	1,623	+ 3.1
Marshall	926	982	+ 6.0
Hot Springs	723	653	-9.7

[1]"Annual Overall Economic Development Program", Progress Report, Madison County, North Carolina, by Frances C. Ramsey, 1969.

Evidence of poverty and low income conditions cover all areas of the county. Although both the county itself and each of the three largest towns have participated in various planning programs over the years, almost no implementation oriented activities have resulted from the programs. A limited tax base, such as present with the governing bodies in Madison County, indicates first a significant lack of private development and consequently little monies are available with which the governing bodies can work to improve the quality of community (i.e. public) services avaiable to its citizens. Implementation endeavors in certain basic areas of community life; such as: health, education, welfare, and social and economic conditions are necessary if the present deteriorating trend is to be checked. The county will have to seek federal and state funding for projects as well as local funding and private subscriptions if it is to commence with a progressive program of action.

The county has benefited from some federal and state programs already. These include programs by the Model Madison Corporation, Opportunity Corporation of Madison and Buncombe County, assistance from the Tennessee Valley Authority, programs stimulated by the Upper French Broad Economic Development Commission, and other varied programs which are regional, county, or locally aimed. All these endeavors have made a positive input into the county. Although tangible physical improvements are not evident, the important foundation of informing and educating the public has begun.

Madison County is an economically deprived area which has received various levels of planning assistance from a wide variety of agencies. Implementation activities have not followed such plans as they should. The County Commissioners contracted in 1969 with the Western N. C. Regional Planning

Commission which was later assimilated into the North Carolina Department of Local Affairs, Division of Community Planning for planning services to include a Land Development Plan, Land Potential Study, and initial housing element. In 1970 the County Commissioners recontracted for the study of several specific county facilities, which is the subject of this report; also for the beginning of implementation activities related to those studies; and an updated housing element. As of the present, the planning program has been mainly concerned with the physical needs of the area. Future efforts need to further analyze such physical needs and continue the action oriented implementation programs. Also important are the vital areas of cultural, social and economic planning and development. Other projected planning work could include such specific items as: updating the housing element; partial zoning of developing areas of the county, such as: 1) the consolidated high school site near Marshall, 2) a possible airport site, 3) along the alignments of the Appalachia Corridor highway which will extend to the Mars Hill area; 4) site selected for certain community facilities; and 5) along highway alignments near present and future developing commercial recreation. In addition, the county will need technical advisory assistance related to developmental problems as they arise.

Employment problems are a consistant factor in low income Madison County. Underemployment in the rural agricultural areas during off seasons is a problem. Labor is largely unskilled. There are few opportunities available for the skilled or unskilled laborer. The federal On The Job (O.J.T.) training program through the U. S. Department of Labor is attempting to improve the work situations in Madison County. The new county-wide consolidated high school, which will be constructed soon, will have an extensive vocational

training program, so that the upcoming generation will hopefully not suffer from a lack of skills. The employment situation has also been hampered by the lack of industry, which has encouraged out-migration to more populous areas. Industrialization prospects for the county are quite limited because of the lack of sites which have good access by rail, highway, and air; water, sewer, and other utilities; and suitable topographical conditions. Also, industrial prospects look for more than an adequate site; they want the full range of public and private community facilities and services. Madison County has much to do in order to make themselves attractive to such prospects. Only the towns of Mars Hill, Marshall and Hot Springs have any concentration of possible sites whatsoever within the county. As said previously, the lack of sufficient employment opportunities in southeastern Madison County, mainly Marshall and Mars Hill, cause the commuter pattern to orient southward to Buncombe County. Likewise, in Hot Springs, local people migrate daily to their jobs in Newport, Tennessee. Industrial prospects are easily discouraged by examining the deficiency in the services and facilities that go to make an attractive living and working environment.

Housing conditions with a high percentage of deteriorating and dilapidated structures are predominant. The lack of any significant amount of low cost rural housing construction to replace the substandard housing means that the problem in increasing. Model Madison Corporation, the Madison-Buncombe Rural Development Council, Inc., and other public agencies have tried various approaches to the problem, but have had no significant effect on conditions as a whole. The low income and educational levels mean that there is both a lack of ability to privately improve individuals' conditions, as well as a lack of knowledge of public assistance programs available. The Towns of Mars Hill, Marshall, and Hot Springs each have housing authorities.

These housing authorities by state law have jurisdictions extending ten miles beyond their corporate limits. Therefore, almost all of the county is included in one or more of the three housing authorities' jurisdiction. Each of these three authorities will probably be allocated more public housing units, but this only begins to dent the surface of the town's problems and really doesn't yet touch their outer lying rural jurisdiction areas. The financial picture in the county related to banking and loan institutions is very unattractive where the potential home owner is a low income individual.

One of the prime areas of potential development in Western North Carolina as a whole, including Madison County is the area of recreation and tourism industries. Although the rugged terrain causes accessibility problems, the scenic beauty is tremendous. Much of the scenic beauty of the county is typical of rural deteriorating Appalachian conditions. Local efforts to provide recreational-leisure time opportunities have been hampered by the low income level, because of a lack of funds for leisure-time activities and project development. Some public and private endeavors have occurred. The National Park Service developed the Rocky Bluff multi-purpose outdoor recreation site within Pisgah National Forest but because of its out-of-the-way location, this facility has received only limited use. The beginning of a major commercial recreation-tourism-second home development is at Wolf-Laurel (formerly called Bald Mountain). Vast sums have been invested in the area with a golf course, restaurant, motel, limited skiing opportunities, lot sales office, roads, and utilities installed as a part of the project, but much is left to be done before success can be achieved. Also, in the area of tourism and recreation development is the detering lack of restaurants, motels-hotels, and tourist related business in the county. If tourists are

ever to be attracted to Madison County, road pull-offs, picnic tables and roadside clean-up are needed. Debris of all variety, size, shape, and category line the highways of the county, disfiguring the natural beauty. Environmental problems need study and action oriented programs for correction of a glaring problem that individuals can work together to solve.

County-wide citizen participation programs have been extremely limited --- again, the accessibility problem divides into subareas. The Model Madison Corporation brings together representatives from throughout the county but it is questionable how well information from that organization or others trickle down to the general populous. No project has yet succeeded in pulling together large groups on a county-wide basis except for possible political party activity. As with most local governing bodies in rural areas, the governmental leaders hold other full-time jobs and are not remunerated for the services to their community; therefore, their levels of involvement are limited.

The overriding negative conditions of low income level, low educational level, out-migration, deteriorating structural conditions, and the general lack of significant new development anywhere in the county has caused a "give up" attitude by residents. Efforts in various areas of improvement have proven unsuccessful for generations so now people begin to feel that all was useless. But signs of hope are on the horizon. Accessibility improvement to three state highways, N. C. 19-23, 25-70 and 213, is scheduled and the possibility of an airport facility is nearing. Educational opportunities will be greatly enhanced with the construction and operation of a new consolidated high school. When these and other developments become visable to the people, a more progress attitude should begin to evolve.

The planning program has been designed to help the leadership and citizenry of Madison County overcome some of these problems and to give them ideas of some new approaches to handling the attitude and development problems that are very much present in Madison County.

The Madison County Commissioners are accutely aware that if they are to lead the people of Madison County towards quality economic development they must provide for study of existing situations and actively plan for future development. This current study of County Facilities began in early summer, 1970. By late summer, a preliminary study of the four county facilities was completed for review by interested parties. This study channeled its main endeavors toward the airport study and the solid waste management program, two areas which the County Commissioners felt were the "most promising" for implementation. The planning program then moved from the data collection-preliminary report writing stage into an implementation oriented program. Steps indicated in that report were followed, meeting schedules, outside experts advice sought, decisions made and actual program implementation actively investigated and sought by both citizen groups and elected bodies. Now at this stage, on the way from program initiation to program implementation, the following report is rendered as a contract requirement.

County Facilities Plan

I. AIRPORT STUDY

One of the biggest problems in Madison County is the lack of accessibility. This is a causal factor in the low income level, the low educational level, and the isolationism throughout the mountainous terrain. This immobilizing factor of a poor transportation system makes travel to regional centers and jobs difficult. Improvement in accessibility has been promised by the State Highway Department with the widening and improved alignments of N. C. 19-23, 25-70 and 213 in the Southeastern portion of the county. Another form of improved accessibility is being studied in this report; that is, the study of an airport facility for southeastern Madison County. Such a facility would serve a regional need for industrial concerns, recreational facilities, the educational institution, and private individuals.

Industrial development in the county has been quite limited --with few prospects on the horizon. Therefore, the County Commissioners felt that the county needs to improve certain county-public facilities so that the area will not only have a more attractive living and working environment for its residents but also be more attractive to potential quality outside investors. Also, such improvements usually serve to stimulate the growth of current developers.

Improved access through the scheduled highway improvements will reduce driving time significantly on farm to market roads and likewise, will increase mobility towards industrial areas. Accessibility is one of many factors potential developers look for in site analyses. Another access requirement is an airport facility within twenty minutes driving time from the plant. Key executives need to be able to get in and get out of an area easily. Quality industrial developers look carefully at all aspects of an area

before selecting a site. A good piece of land with the necessary utilities and services is no longer a drawing card. An area must offer good educational systems, governmental controls, recreational opportunities, adequate housing for all levels of personnel, access, and a good range of community and public services. There are a multitude of areas that have the previously listed qualities who are vying for the quality developer seeking a new location.

Madison County is predominantly rural in character, but is developing economically and has potential for increased economic and population growth along U.S. 19-23. The major land use developments of the county and most future development are projected to occur along that artery. The present developments include Wolf-Laurel, a year round multi-million dollar resort which is under development; Hammarlund Electronics Industry; Mars Hill College; and residential and industrial growth northward from Buncombe County. A commuter pattern from Madison County into the Asheville Regional Center has evolved and will enlarge as access roads improve. Projected developments along or near the U.S. 19-23 axis include: continued expansion of present developments -- especially in the Wolf-Laurel area; construction of the Appalachian Corridor and economic implications associated with that; the proposed construction of the Ivy Reservoir; and the proposed development of an airport site. The following is a study of the possibility and opportunities of getting an airport facility in Madison County.

BACKGROUND INFORMATION

Previous endeavors to get an airport in Madison County were fostered by Model Madison, a non-profit organization of The Opportunity Corporation of Madison-Buncombe Counties, in the Spring of 1969. Those efforts resulted

in: (1) the collection of the various planning data necessary for consideration for National Airport Plan inclusion; (2) actual inclusion of Mars Hill in the 1969 National Airport Plan (this is an important step for being eligible for development grants); and (3) identification of possible airport sites.

Data Collected

Madison County has no existing airport. The closest airport facilities meeting Basic Utility Stage II requirements or higher requirements are in Asheville, thirty-five miles South of Mars Hill and in East Tennessee, sixty miles to either Johnson City or Morristown from Mars Hill. The County's Land Development Plan (August, 1970) stated that "the area within the triangle - (Mars Hill, Marshall, Weaverville) will include...possibly...an airport site." Within a thirty minute driving time radius of this area live at least twenty owners of private planes. Business and industrial concerns, both in Madison County and in North Buncombe County have expressed that they would use such a facility for their company owned planes, were it available. For a potential airport facility to be eligible for Federal or State funding program extensive justification material must be submitted to the Federal Aviation Administration (FAA). This material is currently being prepared by the Western Carolina Pilots Association. For justification (i.e. reasonable indication that there is a need for the facility and that the sponsoring governing body can maintain it) there should either be 10 to 14 planes housed at the facility or else handle approximately 3,000 landings per year-as at a recreational area. An FAA official and a State aviation specialist have indicated that they see no problem in obtaining justification approval. As the Appalachian Corridor develops, further use of such a facility would

be made by people with private planes; by those who have second homes at Wolf-Laurel; by those who reside in North Buncombe County; and by parents of Mars Hill College students, who are mostly middle and high income persons.

An airport would afford intermediary landing facilities for private and business aircraft owners who have difficulty reaching any East Tennessee airport or the Asheville airport during hazardous flying weather. Improving the accessibility of an area likewise makes it much more attractive to potential investors.

An airport in Madison County would serve a currently existing need: It can be an important factor in retaining existing business and industry in the region as well as acting as a catalyst for business and industrial growth. Such developments must be able to get their key executives in and out of an area without wasting hours commuting from the airport. Study by both private and public agencies have shown that new industries are locating near airport sites. Madison County needs to improve its county facilities and services if it is going to curtail its decreasing population trend. It must present a more attractive living and working environment for its residents, businesses, and industries, while at the same time make itself more attractive to the outside investor.

The 1969 National Airport Plan Listing for Madison County

The main result of the airport data compiled by Model Madison in 1969 was that Mars Hill was listed in the National Airport Plan. Their listing for Mars Hill stated: the airport designation as "new" because no airport exists in the area but it is needed or planned; the kind of airport planned; the recommended runway length; and the recommended development.

The type of airport planned is Basic Utility - Stage II. This type

of airport accommodates about 95 per cent of the propeller aircraft under 12,500 pounds. It is primarily intended to serve locations which have a medium size population with diversity of usage and potential for increased aviation activities. Recommended development in the National Airport Plan by the Federal Aviation Administration of the U. S. Department of Transportation include: a minimum runway length of 3900 feet; paved runways; clear approaches; an apron; a taxiway from the apron to the runway; and entrance roads. Turnarounds at each end of the runway would be optional at first, as would be runway lights.

The National Airport Plan of the FAA has been superseded by the more stringent National Airport Systems Plan. Justification material for that plan is being prepared by the Western Carolina Pilots Association and will be submitted for approval during Spring, 1971. Rapid approval is anticipated.

Possible Sites Identified

The following chart gives approximate data on five possible airport sites. The particular conditions of one or more of the sites (such as clear approaches, wind directional factors, etc.) may exclude one or all from consideration (See Table 2). Specific site inspections were made by state and federal representatives on December 15, 1970. Those representatives were Col. Robert Flournoy, Aviation Specialist, North Carolina Department of Conservation and Development and Mr. Joseph Scheff, Federal Aviation Administration.

TABLE 2. POSSIBLE AIRPORT SITES IDENTIFIED

NAME	COMMON DESCRIPTION OF LOCATION	ORIENTATION	LENGTH	ELEVATION	HIGHWAY ACCESS
1. Bull Creek Site	East of Bull Creek South of N. C. 213	45° E. of N.	5900 Feet	2160 to 2280 Feet	N. C. 213-2500 Feet
2. Ex-Golf Course Site	Parallel to Gabriel Creek	20° E. of N.	6100 Feet	2160 to 2280 Feet	N. C. 213-1800 Feet
3. Appalachian Corridor Site	East of Big Branch & N.W. of Little Ivy Creek	Due North	5700 Feet	2160 to 2280 Feet	N. C. 19-23-250 Feet
4. Middle Fork, U.S. 19	West of U.S. 19 & East of Hogback Mountain	Due North	8000 Feet	2280 to 2240 Feet	U.S. 19
5. Banjo Branch	N. W. of Mars Hill between Connor Ridge and Middle Mountain	Due North	6500 Feet	2400 to 2200 Feet	N. C. 213

Mr. Scheff and Col. Flournoy indicated that an airport consultant should be hired to determine which site would be feasible locationally, economically, accessibility-wise, and politically. It is entirely possible that the consultant might throw out all five sites previously listed and then determine others.

PHYSIOGRAPHIC REQUIREMENTS FOR AN AIRPORT

In Madison County where much of the land is mountainous, access has always been severely limited. Some of the physiographic requirements for an airport include: relatively level land; a clear approach (no mountains, buildings, poles or natural vegetation in the way of the approach pattern); information about climatic conditions, such as precipitation; wind velocity and direction, seasonal change in the climatological patterns, etc; accessibility of the site, etc.

Airport sites must be relatively level, with few cuts necessary and almost no fills (which are considered undesirable). Three of the sites listed on Table 1 as possibilities for Madison County are along ridge lines. A ridge must be wide enough for the apron and taxiway, as well as for the runway. Due to length of the runway and mountains, however, some filling will be necessary.

IMPLEMENTATION ORIENTED PROGRAM

As stated in the introduction to this report, a preliminary County Facilities Plan was prepared in Summer, 1970 and from then until the present an action oriented implementation program was initiated. The activities occurring within that time period are outlined in the following paragraphs.

After a preliminary review of the initial draft of this segment of

the County Facilities Plan in September, 1970 for Madison County by the planning board and the county commissioners, a larger meeting was held in Mars Hill on December 15, 1970 to determine interest in an airport facility. The people of Madison County needed to decide that they want an airport. For this meeting, all pilots in the area, both private and industrial; governmental leaders; business, industrial and regional concerns; plus any other interested parties were invited. The meeting included an aviation specialist from the North Carolina Department of Conservation and Development, Division of Commerce and Industry; and a representative from the Federal Aviation Agency (FAA) in Atlanta. Approximately fifty attended the meeting and most all attendees indicated both their great interest in the project as well as their eagerness to personally donate their time and energies to make the project a reality.

While the representatives of the North Carolina Division of Commerce and Industry and FAA were in the area, they performed preliminary evaluation of the sites, and were able to predict the elimination of sites #4 and #5 on Table 2. They also estimated that the land area need would be approximately a 100 acre strip. They stated that the cost of the land would be reimbursible on the same basis as the rest of the project provided that the FAA assessors consider the price paid for that land to be reasonable. If the land is donated to the project or sold to the project for less than its accessed evaluation then the amount donated can be applied to the local share.

Mr. Scheff and Col. Flourney stated that it is totally impossible to estimate the cost of such a facility in a mountainous area without extensive study by airport consultants. The consultant would be hired by the sponsoring governing body. The Madison County Commissioners have made a preliminary

decision to sponsor the project, if support can be gained from the effected towns, businesses, industries, the education concern, the commercial recreation establishment, and from private individuals. These organizations would be approached to contribute funds towards the estimated airport consultant's fee -- the local share is one-third the cost of the study, total (Airport Master Plan - see Page 21). The total study cost would be $10,000 to $15,000. As of the printing of this facilities plan three governing bodies, one industry, and the Western Carolina Pilots Association have been requested to donate funds to the project, and all have given favorable responses. Thus far, approximately $3000 has been promised.

The airport consultants would determine the most feasible and economical sites, determine the cost involved, find all possible funding sources and prepare application to them; do preliminary engineering work; take core samples; etc.

NEXT STEPS TOWARD OBTAINING AN AIRPORT FACILITY

1. A group should be designated to take over the project. This group could be interested citizens, pilots, Model Madison, the planning board, the county commissioners or else a combination of these groups of organizations. The possibility of forming a Regional Airport Authority or an airport commission will be carefully examined.

2. FAA officials state that the local sponsoring governing body (Madison County Commissioners) and if possible other interested parties need a pre-grant application conference with FAA officials at the FAA Regional office. If such a trip is impossible, FAA officials will sometimes arrange to meet in the local location.

3. Select an airport consultant. The sponsoring governing

body should select various airport managers requesting an evaluation of their consultants and thereby have an indication who might serve the project well. Such projects cannot be bid upon but the County Commissioners should talk with several firms prior to making their choice.

4. The consultant's work should begin with preparation of the application to FAA for the two-thirds Airport Master Planning Grant (See Funding on page 21) which would fund a comprehensive study of the airport and cost $10,000 to $15,000 total.

5. After the consultant's work has been completed, including: site (or sites) selection, cost, funding for construction applications, and determination of the percentage of local share and the dollar figure then the County Commissioners must decide if the project is going to be implemented.

6. The present State law (which is up for change in the current session of the State Legislature) states that property tax fund sources cannot be used to finance airport projects. Funds must either be from ABC store revenues, public owned utility profits, private sources, or from a special bond issue. It is believed that most or all of the local share can be raised from private sources.

7. Once project implementation proceedings have been favorably decided upon site acquisition proceedings are the next step.

8. Then with project implementation determined land use controls will be necessary to protect an existing airport from seriously incompatible uses nearby.

Land Use Controls

If the facility is to be located within three miles of Mars Hill, the town could go to the State Legislature for the authority to zone that

area, rather than to have the county go to the trouble of drawing up, adopting and administering a separate ordinance.[1]

Currently, the intent of "airport zoning" is primarily to protect the air approaches to the airport from interference between manmade land obstacles and aircraft. It limits heights and such uses as might interfere with visibility and communication. Regulation of height is necessary to insure that aircraft have sufficient unobstructed airspace in which to maneuver for landing and take-off. The FAA through its Federal Aid Airport Program strongly urges, but does not require, that an airport zoning ordinance be in effect. A town or county zoning ordinance can incorporate this protection in its regulations.

Most communities adopting such an ordinance have used the format of the Model Airport Zoning Ordinance which was prepared jointly by the Federal Aviation Administration and the National Institute of Municipal Law Officers (NIMLO) in 1944, with a slightly revised edition, issued in January, 1967. Copies of the ordinance can be requested from FAA.

Steps should be taken in the planning stage to prevent the construction of obstructions. Therefore, preparation of the airport zoning ordinance should be initiated as soon as the runway configuration has been determined. The "Proposed Planning Work Program" for Madison County with the North Carolina Department of Local Affairs, Division of Community Planning for 1973-1974 calls for planning assistance in the zoning of selected areas (as needed) throughout the county. At that time, if it is determined that Mars Hill cannot have sufficient control over the airport site, the county

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[1] The North Carolina Department of Local Affairs, Division of Community Planning can assist in preparing amendments to the Mars Hill Zoning Ordinance or draft a special area zoning ordinance that would apply to the land around the airport site and approaches.

commissioners can initiate the preparation of zoning for that area.

FUNDING

Several federal grant programs for airport development are in existence. These grants are for varying percentages of Federal and State participation. Some permit multiple funding sources -- that is to permit the receiver to obtain money from more than one grant program. Grant programs that should be investigated and applied to by the airport consultant include those described below:

Airport Master Planning Grant

This program provides a two-thirds airport planning grant to eligible sponsoring groups on a priority basis. For this a pre-application conference with FAA officials is needed. If at all possible, this conference should include the local sponsoring group, their attorney, and planner-in-charge with FAA officials in Atlanta. The type of airport planning assistance received by the area would be a comprehensive study (a $10,000 to $15,000 study cost) including site selection, forecasts, financial implications study, etc. Funds for this program are usually available if the area is included on the National Airport Systems Plan. The Western Carolina Pilots Association is currently preparing justification material for inclusion in that plan. FAA officials have anticipated no difficulty in gaining justification.

For further specific information contact:

(Miss) Sally Ann Webster
N. C. Department of Local Affairs
Division of Community Planning
902 Northwestern Bank Building
Asheville, N. C. 28801
Phone (704) 254-9668

Mr. David C. Kelley
Federal Aviation Administration
Atlanta Regional Office
P. O. Box 20636
Atlanta, Georgia
Phone (404) 526-7240

Airport Development Aid Program (ADAP)

This program is the main airport funding source available to Madison County. It provides financial aid and other assistance to public airports and heliports to help local governing bodies take part in developing an adequate nationwide system of public airports.

Grants of fifty percent can be made for: (1) land acquisition, (2) site preparation, (3) construction, alteration and repair of runways, taxiways, aprons, and roads within airport boundaries, and (4) construction and installation of lighting and utilities and certain other on-site and off-site work. State, county, municipal, and other public agencies are eligible if their airport requirements are shown in the National Airport Systems Plan.

Application would be submitted as part of the airport consultant's work under the Airport Master Planning Grant.

Further information contacts can be made either with the headquarters or regional office, whose address follows:

Mr. David C. Kelley
Federal Aviation Administration
Atlanta Regional Office
P. O. Box 20636
Atlanta, Georgia

Phone: (404) 526-7420

State Aid To Airport Program (SAAP)

The State of North Carolina's program for airport funding allows up to twenty-five percent of project funding. This is to be supplemental to the fifty percent ADAP grant. As of March 16, 1971 all funds for this fiscal year will be committed but more funds should be available as of July 1, 1971. Any community eligible for ADAP funds is also eligible for SAAP funds.

The maximum federal funding through multiple fund sources (FAAP and Appalachia Act) allowed is eighty percent. If eighty percent funding is received then the State would split the remaining 20% with the local sponsor. Therefore, the maximum funding from non-local sources would be ninety percent.

For additional information regarding State financial assistance contact:

Col. Robert Flournoy, Aviation Specialist
N. C. Department of Conservation and Development
Division of Commerce and Industry
Raleigh, North Carolina 27611

Phone: (919) 829-4151

Appalachia Act

This program is part of the Appalachia Act enacted in 1965. The Act expires in June, 1971. All funds have been committed until that time. Officials believe that the program in its present form will probably not be renewed. A new program open to more states will probably take its place; therefore, project eligibility and fund might differ in a new Act.

The present Act is administered in this State by the Appalachia Regional Commission in Raleigh (State Planning Division). An airport project would be eligible for a thirty percent supplemental grant -- to be added to the fifty percent FAAP grant. The eligibility of the sponsor depends upon their ability to pay the local share.

The county should carefully observe what action Congress takes on this Act in either replacement, substitution or renewal. For additional information contact:

Mr. Ralph Sutton
North Carolina Department of Administration
Planning Division
Raleigh, North Carolina

Phone: (919) 829-4131

Funding summary: All sources should be approached, including Appalachian funds, after the site is identified. The necessary contacts and committments to be made locally will take several months, during which time funding possibilities may change. Funding involvement by the various sources will depend upon the scope of project sponsor committment, involvement and application.

CONCLUSION

The planner-in-charge for Madison County will continue to coordinate the endeavors of the various project interest groups. The main endeavor at present is sponsorship of the consultants study -- meaning fund raising from non-tax sources. Then, after that, will be the raising of the local share for project implementation. The planner-in-charge will be able to continue with this service and others as a result of a new two-year planning contract with the county.

II. SOLID WASTE MANAGEMENT

A FOUR PART PROGRAM

A comprehensive solid waste management program has neven been initiated in Madison County. This program should include a collection and disposal system, a litter prevention campaign, a clean up program, and a beautification project. Such a program will enhance Madison County's living and working environment.

COLLECTION AND DISPOSAL SYSTEMS

Present Conditions

Recently, the need for environmental control has become an increasingly popular political-governmental-citizen participation topic. Thusfar, air and water pollution have received the most attention, but gradually people are becoming more aware of the solid waste disposal problem. "Each year Americans generate 3.5 billion tons of refuse. That's nearly 100 pounds per person per day, including agricultural, mining, and industrial waste. Little more than 5 percent of this solid waste is ever collected. Most of the waste that is collected is picked up from private households, deposited in crude open dumps, and burned in the open without any form of air pollution control."[1]

Madison County, as the nation, suffers from the solid waste problem. The county's present solid waste disposal facilities consist of four "crude, open dumps" at Mars Hill, Marshall, Hot Springs, and Walnut. None of these facilities has sufficient equipment or help to be run as sanitary landfills. They are either locked to discourage use by rural residents or else they

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[1] Patricia Conway George, "Solid Waste", Nations Cities (Washington, D. C., June, 1970), Pg. 8.

have fees for non-city residents, which likewise discourage county people from using the facilities. The population of the county is 16,003 from the 1970 U. S. Census. This means that 13,000 people in the rural areas of the county have no solid waste disposal service. Most of the people outside the four towns use random dumping sites, either on their own property or on someone else's property.

The county needs to have a system for solid waste management which will serve all the citizens of Madison County. The solution must be an efficient economical approach to the problem, to which the residents of Madison will not only give verbal approval, but it must be a system that they will choose to use.

Health Problem

Domestic refuse, if not properly handled, constitutes a public health problem by furnishing a breeding place for flies, mosquitoes and other insect pests; and it provides food and lodging for rats. In addition to this, fire hazards are created which may contribute to air pollution and destroy property. Open dumps are unsightly, aesthetically unacceptable, and noxious. Often local officials merely try to dispose solid wastes with as few complaints as possible and the public health aspects of the problem are either considered secondary or are ignored.

Aspects of the Problem

The total problem may be considered in three aspects: (1) storage, (2) collection, and (3) disposal. Storage is the responsibility of the individual citizens. They must provide containers which will hold the amount of refuse produced and also prevent the entrance of rats and flies into the container. It is the Madison County Commissioners' responsibility

to set the standards for refuse storage by county ordinances and to obtain compliance through education and enforcement.

Collection consists of picking up the refuse and hauling it to the disposal area. This is usually accomplished by (1) a private collector, (2) a system operated by the governing body, (3) a private collector under contract with the governing body, or (4) an individual system where each resident is responsible for transporting their solid waste from the storage site to the disposal site.

Collection equipment can include packer-type trucks that are able to carry three to five times as much as an open bodied truck without spillage, or bulk containers that have been developed for handling large amounts of refuse (these are frequently used at commercial establishments, large buildings, etc.)

Acceptable Methods of Solid Waste Disposal

Final disposal in a safe, sanitary, and economical manner represents the most difficult problem to be solved. There are two methods of refuse disposal which are acceptable with public health standards -- sanitary landfill and incineration. A sanitary landfill consists of placing refuse, compacting it, and covering it with a layer of dirt every day. It has the advantage over incineration of being the most economical and flexible method of refuse disposal plus it may make marginal land more valuable. A sanitary landfill has certain necessary requirements: (1) it must be located within a reasonable hauling distance, (2) it must have all-weather access road, (3) it must have suitable cover material available, and (4) it must not contaminate underground or surface waters. Other items to be considered in site selection include: sufficient land to provide a disposal site for many years; location in a secluded area so that a minimum number of people will be dis-

turbed by traffic to and from the site; and a plan providing for the use of the land after the completion of the landfill.

Implementation Oriented Program

The section of the preliminary report on County Facilities as prepared in Summer, 1970, indicated both what steps needed to be taken by interested groups in the county in order to have an effective solid waste management program and what types of collection and disposal systems are most feasible. That study stimulated the following action oriented program. The county health director, Mr. Larry Burwell, organized an information meeting with representatives of various interest groups in the county and with outside resource agencies including: N. C. State Board of Health; Tennessee Valley Authority, Tributary Area Development; Upper French Broad Economic Development Commission; N. C. Department of Local Affairs, Divisions of Governmental Relations and Community Planning. At that meeting, it was unanimously agreed upon (1) that solid waste is a major problem in the county, (2) that an engineering study for an effective sanitary landfill program is needed and (3) that a delegation of the group be sent to the next County Commissioners meeting to express the views of the group and to encourage the County Commissioners to request the engineering study to be done by the N. C. State Board of Health. The County Commissioners requested to Mr. Jim Fulp, N. C. State Board of Health at their February 1, 1971 meeting that such an engineering study be completed. Such studies are done by the state at no charge to the local governing body. The study was completed and presented to the County Commissioners in May, 1971. If more complete engineering work is necessary, the county health director plans to request that the County Commissioners commit funds for a private firm's study or else request technical

assistance from the Tennessee Valley Authority.

The N. C. State Board of Health study, Survey Data and Proposed Management Program for Solid Waste Disposal in Madison County, states that one landfill site is recommended (location in Walnut Creek area). The initial capital outlay for land and equipment for such an operation would be approximately $77,000. Minimum equipment would include the following:

The collection and disposal of household rubbish and garbage will be accomplished by using strategically located bulk containers throughout the county which will be emptied twice each week by a compactor truck and hauled to the sanitary landfill site. A bulldozer at the landfill will then cover the rubbish and garbage daily. The bulk containers would be placed approximately eight miles apart along a planned route throughout the county. This means that every home is within four miles of a bulk container.

What makes this program so attractive is that it tries to reach the rural areas and provide an effective solid waste management program that the rural-farm people will use. This system needs to be coupled with the education, litter prevention, and clean up programs to teach rural people to use this facility.

TABLE 3

PROGRAM COST

Capital Investment:	
Landfill	$ 40,000
Container System	$ 37,000
TOTAL	$ 77,000
Annual Operating Cost:	
Landfill	$ 18,400
Container System	$ 8,000
TOTAL	$ 26,400

The system would include use of bulk-containers located throughout the

county and continuation of the present pick-up systems within the three towns, with the towns hauling to the landfill site. The cost for the towns would be increased because of hauling distance and by landfill site use agreements with the county. The minimum operating cost per year has been estimated at $26,400. The Farmers Home Administration (FHA) currently has a grant program allowing for 20% fund of capital cost plus long term (ten years) life of equipment loans. If such a grant and loan were obtained and the program implemented the minimum cost to the county per year would be $35,000[1] "based on the cost of solid waste disposal for the total population of Madison County, with an estimated population of 16,003, an annual operating cost for disposal would be $1.15 per person."

Steps to be Taken Towards an Effective Collection and Disposal System

1. Careful examination of the N. C. State Board of Health Study and decision by the County Commissioners for an implementation oriented program. If further engineering studies are necessary, then they should be made.

2. Funding applications for the grant and loan with FHA should be made along with designation of funds in the 1971-72 county fiscal budget and land acquisition proceedings.

3. The committee of interested parties should continue in their endeavors to gain public support in the project through an education program, the litter prevention program and clean up campaign. This program should be organized through a cooperative effort of governmental, social, religious, and fraternal groups in the county.

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[1] Survey Data and Proposed Management Program for Solid Waste Disposal in Madison County, by N. C. State Board of Health.

COMMUNITY INVOLVEMENT: LITTER PREVENTION, CLEAN UP, AND BEAUTIFICATION

The public needs to be educated towards litter prevention, clean up, and beautification. In order to have an effective litter prevention campaign, one first needs to determine where the main litter problem and random dumping areas are located. Four of the worst random dumping sites and sites of abandoned autos are: just north of Hot Springs; on N. C. 19-23 between Buncombe County and Mars Hill; at Shop Hollow between Brush Creek and Walnut; and between Walnut Gap and Laurel River. Further study of environmental conditions will be completed as part of the 1971-72 planning contract with the North Carolina Department of Local Affairs, Division of Community Planning. The public needs to be made aware of the solid waste problem through talks by health officials to as many social, religious or fraternal organizations as possible. Some litter prevention programs have effectively included giving away litter bags, and working through the public school system. Civic organizations should encourage the county commissioners to make strong local anti-litter laws and to have them enforced. The public needs an awareness of the litter problem so that less littering will be done in the future.

All civic, church, education and other groups should be enlisted in the clean up program. These groups should clean up public property, rights-of-way, or property of those who are not physically or financially capable of cleaning up their own property. Individual property owners (residential and commercial) need to be encouraged to show pride in their property and to participate in the clean up program.

The various social, religious and fraternal groups should then select individual beautification projects. Such projects could include a garden,

a recreation area, or anything that would show the pride of the people in their environment.

The litter prevention program, clean up campaigns, and the beautification projects could be effectively coordinated by the county coordinator for the Governor's Beautification Committee - Mrs. O. A. Gregory of Marshall. The combined effect of this citizens involvement program would make development of the scenic corridor feasible. This program will enhance the natural beauty of the county.

SUMMARY

The people of Madison County, like people everywhere, are insensitive to the litter and debris they see daily as they drive throughout their county. The people need an awareness of this situation and need to realize that the problem not only detracts from the appearance of the area, but it is a health hazard. When through public educational endeavors the people of Madison County become sensitive to this problem, then they will want an effective solid waste management program that will serve all the county.

III. COUNTY OFFICE SPACE

BACKGROUND INFORMATION

As a part of the County Facilities Plan the Madison County Commissioners requested that county office and building facilities be evaluated and that recommendations for the facilities' futures be made. But they also indicated that their main interest areas were the airport and solid waste management, and that implementation activities of such large scale projects were much more likely to occur in those areas than in the area of county office and building facilities. With this information in mind the planner-in-charge's primary planning and implementation oriented endeavors were channeled into the airport and solid waste management projects.

Most county offices are presently located in the County Courthouse in Marshall which was erected in 1907. Although it is located in Marshall's flood prone central business district, the Courthouse itself is elevated sufficiently so that it has never flooded. The regional probability flood[1] would reach the porch steps and the maximum probability flood[2] would go up to the middle of the first floor. Even though the building needs maintenance and repair it is structurally sound.

OFFICE CONDITIONS

Eight of the nineteen county officials[3] have offices in the Courthouse. Of the remaining eleven officials, six do not need office space, three are in rented spaces, and two are located in special county owned facilities.

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[1] As defined by Tennessee Valley Authority.

[2] Ibid.

[3] See Table 5.

Courthouse

The following analysis is of specific problems with the Courthouse.

Space: Most of the offices located in the Courthouse are overcrowded. It is estimated that overall, approximately thirty-three percent more floor space is needed. Crowding in the past has caused the County Commissioners to authorize the renting of additional offfice space throughout the Marshall business district (see Table 4). The Auditor revealed that at least 10 percent of the Courthouse office space is taken up with old records. All state officials have a plan for disposing of old files, etc., which is worked out with the North Carolina Department of Archives and History, officials of that department visited the Courthouse several years ago and told county officials which records could be disposed of, but nothing was done to implement the disposal plan. Madison County needs a current plan for disposal of old records and they need to follow it. This will help to alleviate their office space problem. The County Commissioners should contact the North Carolina Department of Archives and History for their advice and then delegate to each office head the responsibility of disposing old records at a cost of $6,000.

The county is currently renting office space per year throughout the Marshall central business district. The County Commissioners have been looking at various buildings in that area for purchase, so that offices not located in the Courthouse could be located together.

The space problem could be additionally alleviated by having the Superintendent of School's office moved over to the consolidated high school facility when it becomes available. This would not only allow for more office space but it would allow more storage room. State law requires the Superintendent to store all new or unused school books in his office, instead

of in the various school houses so this presently takes up valuable Courthouse storage space. The architects for the consolidated high school should be instructed to plan space for the Superintendent's office and storage room. This would be contigent upon the percentage of non-classroom space available.

TABLE 4

MADISON COUNTY OFFICE SPACE

	EXISTING SPACE	SPACE PRESENTLY NEEDED
Court House		
Clerk of Court	800 sq. ft.	1200 sq. ft.
Register of Deeds	800 sq. ft.	1200 sq. ft.
Auditor	400 sq. ft.	1000 sq. ft.
Tax Collector	300 sq. ft.	500 sq. ft.
Supt. of Schools	1100 sq. ft.	1100 sq. ft.
Book Storage	400 sq. ft.	800 sq. ft.
County Commissioners	300 sq. ft.	300 sq. ft.
Solicitor	300 sq. ft.	300 sq. ft.
Court Room	1800 sq. ft.	1800 sq. ft.
Judge's Chamber	300 sq. ft.	300 sq. ft.
Jury Room	300 sq. ft.	300 sq. ft.
Grand Jury Room	200 sq. ft.	300 sq. ft.
Utility and Misc.	1000 sq. ft.	1500 sq. ft.
TOTAL	8000 sq. ft.	10,600 sq. ft.
Social Services (rented space)	1900 sq. ft.	3800 sq. ft.
County Ext. Service (rented space)	1480 sq. ft.	2000 sq. ft.
County Health Service	2000 sq. ft.	3000 sq. ft.
Jail House and Sheriff's Office	3000 sq. ft.	3000 sq. ft.

Three offices in the Courthouse have been renovated -- County Commissioner's Office, Solicitor's Office and the Court Room. The Court Room renovation cost approximately $15,000 in 1970. This included lowered ceilings, new lighting, furnishings, and fixtures and painting.

County Offices Not Located Within the Courthouse

The Director of Public Welfare, the County Extension Chairman, and the County Librarian are all located in rented facilities. The facilities rent for $150, $125, and $200 respectively, or $5,700 total per year. They are in similar condition to the Courthouse; they need upkeep, maintenance, and renovation. The County owns the Health Building (Intersection of U. S. 25-70 and Roberts Hill Road) and the Jail-Sheriff's Office (on Bridge Street near the railroad tracts). The former is in good condition, being relatively new and modern, and the latter is antiquated similar to those previously mentioned. Six officials do not use any county office space because their services are used only a limited amount of the time.

The North Carolina Department of Social Service has found that the county jail does not meet minimum state standards and recommends the construction of a new facility rather than renovation.

The Health Building constructed in 1958, is in good condition but needs expansion to a total of 3,000 square feet. This would cost a minimum of $20,000.

Maintenance: An important factor in any renovation project is the need for providing continuing maintenance. The present facilities have inadequate upkeep both inside and outside; the building needs cleaning and the grounds need care but the county has been unable to hire competent help. Perhaps the Neighborhood Youth Corps or Opportunity Corporation could assist in this next summer.

Equipment: More up-to-date equipment could be effectively and economically used if (1) several offices would use the equipment jointly and if (2) more space were available for it. The Register of Deeds and Auditor could effectively use microfilming equipment for their records.

Personnel: Approximately fifty persons (full time and part time) are presently employed by Madison County. Various department heads have indicated that their staff is adequate, and as Madison County has a declining population, additional staff requirements are not anticipated except for hiring someone to help with building and grounds maintenance. If up-to-date equipment were added staff requirements would probably not be altered.

Recommendations

To provide for needed additional space in the courthouse, move the Superintendent of Schools and book storage to the proposed new consolidated high school. This would provide 1500 square feet of floor space. Renovate the remainder of the Court House (5,600 square feet) at a total approximate cost of $56,000 ($10/sq. ft.). The remaining deficiency of 1,100 square feet could possibly be eliminated by renovation (re-partitioning to achieve a greater economy) and through elimination of old files and records. The cost of a new court house would be approximately $265,000 (10,600 square feet @ $25 per square foot) plus the cost of land, parking, etc., which would probably raise the cost to approximately $300,000.

The estimated cost of a new jail facility and sheriff's offices is $30 to $40 a square foot. A new three-thousand square foot building would therefore cost $90,000 to $120,000. The space housing Social Services and the County Extension Services are too small and are in an inadequate condition. Therefore, it is recommended that a new facility be constructed to

house the Sheriff's office, jail, Social Services and the County Extension Services. The total cost of this new facility would be approximately $190,000 to $220,000 plus the cost of land and parking. This new building should not be located within the Marshall central business district because of the flooding problem and the lack of sufficient land for adequate parking. Rather, it should be built either on County-owned land adjacent to the Health Building or on a site adjacent to the by-pass on the North side of Marshall. This location would be much more convenient for most county residents and a site large enough for adequate parking to be provided.

TABLE 4

MADISON COUNTY OFFICIALS

MARCH, 1971

OFFICE	METHOD OF ACQUIRING OFFICE	NUMBER OF PERSONNEL	LOCATION	PHONE NUMBER
Clerk of Court	E	3	CH, Marshall	649-2581
Register of Deeds	E	2	CH, Marshall	649-3881
Sheriff	E	7	Sep, Marshall	649-3221
Auditor	E	3	CH, Marshall	649-2561
Tax Collector	E	2	CH, Marshall	649-2561
Coroner	E	1		
County Health Director	A	6	Sep, Marshall	649-3531
Supt. of Schools	A	3	CH, Mars Hill	649-2501
Director of Public Welfare	A	12	R, Marshall	649-3201
County Ext. Chairman	A	9	R, Marshall	649-2491
Chmn. Bd. Education	A	5	CH, Marshall	649-2501
Chmn.Bd. Elections	A	3	CH, Marshall	649-6900
Wildlife Protector	S.S.	1	NO, Route 2 Marshall	689-5917
Forest Ranger	S.S.	1	NO, Walnut	649-8621
County Attorney	A	1	OO, Asheville	254-8806

TABLE 4 (Continued)

County Librarian	A	3 & 3 Part and 1 Vol.	R, Marshall	649-6672
Civil Defense Director	A	1	NO, Mars Hill	649-5500
County Commissioners Chairman Commissioner Commissioner	E		CH, Marshall	649-2561
Chmn. Planning Board	A	1	NO, Walnut	649-2561

LEGEND - CH-Court House, Sep. - Separate owned building, N.O. - No office, R. - Rented, O.O. - Own Office, E - Elected, A - Appointed, S. S. - Salaried Staff (State)

IV. NEW CONSOLIDATED HIGH SCHOOL FACILITY

In the Spring of 1970 the citizens of Madison County voiced their concurrance with the Division of School Planning of the North Carolina Department of Public Instruction and with the Madison County Committee of 100, that the county's five high schools be consolidated into one by voting of a $950,000 bond issue by a 2 to 1 majority. The site selection committee chose a 60 acre site on the Marshall by-pass (U. S. 25-70) north of town. Other funds thus far committed to the school include $354,000 from the State Bond issue for new school construction and $640,000 in Appalachia funds for the new vocational education program. The total cost will be about two million dollars.

A generally low education level has been one of Madison County's greatest problems. The new school will help to change this trend. Besides having a greatly expanded vocational program, the larger student body will warrant an expanded school curriculum.

The main reasons for selecting the area just north of Marshall were that the site is centrally located, access, and the Town agreed to extend water and sewerage lines to the area.

Land use control of the area will be needed. This could be obtained by Marshall's annexing the area (local legislative act or ordinance) or alternatively by county zoning (minimum size of zoned area is 640 acres). Marshall (population 982) can zone only the area within its city limits while communities over 1000 population can zone and plan their one-mile fringe area. Land use control will be needed because a result to the development of the school facility will be new commercial development on the by-pass. Preferably Marshall, or if necessary, the county will want to make

sure through zoning that these establishments provide adequate off-street parking facilities and set backs.

As recommended in the County Office Space section of this report, in preparing architectural plans for the new school,if possible, arrangements should be made to move the Superintendant of Schools' office there from its current location in the County Court House. This would help alleviate the shortage of office space problem in the Court House.

V. CONCLUSION

If implementation activities follow this county facilities study in its areas of improved accessibility, improved governmental services, and improved education, a better quality of life will be afforded to the citizens of Madison County, plus the County will be more attractive to outside investors.